

Please stand by for realtime captions.

>> Good afternoon everybody, we will be starting our webinar shortly. If you need assistance, this call 208 20806 is eight. -- Please call 202 202208 202-208-0668.

>>[ Silence ]

>> Thank you for attending the webinar. Managing this engagement remains challenging. The Center for technology in Government began exploring this topic and analyzed 26th government policy guidelines and the context in approach. They identified eight essential elements for government social media policy. We are lucky to have Jana. She was largely responsible for this research in pulling together the guide that people talk about today. We also have Giovanni. He is from the department of transportation who has used the guide in developing the organization for himself. He is the chief information officer for president climate in Government. We are also lucky to have Jen and Dan who are safe work consulting group. They have facilitated the development of many policies. Including, the DOT social media policy.

>> without further ado, I will turn this over to Jana and she can get started. wait a minute. One other thing I wanted to say. Excuse me. I like to welcome all the members of the social media as a potential and those of -- cochairs of the group. Thank you very much for coming to the scope. If you are interested in learning more about the Council to share resources and lessons learned, please feel free to e-mail them. We will send you their contact information later on. We will post it in the chat box as well. Thank you.

>> Okay. Hello everybody. Thank you for having me today again. I am a program associate at the Center for technology in Government. As was mentioned previously, we are talking today about social media policies and government. I am going to start us off with a quick introduction of who we are of what we do. I will follow this with a discussion about what are policies are important. I will expand the difference between the different uses of social media and government. And I will walk you through the eighth policy elements that we identified in our research. Essential policy components. After that, I will hand it over to Giovanni. I will answer any questions.

>> Just to begin. The Center for technology in Government. We are in a flight research Center at the University of Albany. That is part of the Sunni network. We work with government agencies and some international government agencies. We produce both particle guides and reports and I Government professional such as yourself. Also, academic articles and public administration and information plan.

>> Focus of our work is not just on technology, but on technology adoption. We also focus on the intersection of policy, management, and technology issues that are at play put a push play -- play.

>> There also parts of some ongoing projects. As Lisa mentioned previously, the policy document that we are talking about today originated in our exploratory social media project. That began about two years ago in July 2009. We begin with two workshops. With New York State, a local, and government official. It was followed by more intense based that involves several in-depth interviews with agencies at all levels. Also, 26 social media policies and government for review from the public sector. The 26th documents encompassed federal, state, and local government. We also looked at some policies from other countries as well.

>> When we first started this project, the use of social media it was still relatively new. There were obviously government agencies using it, but it was fairly low-key. In the past year, the last year of our project, the use of social media and government has skyrocketed. As you can see from the slide, after July 2010, 22 of the 24 federal agencies are using social media. Close to 98 Close to \$.98 a state government -- close to 90% are using social media. The latest report on little government use that I found was from August 2009. According to the public technology Institute, about 72% of local governments were using social media at the time.

>> I think it is safe to say that, giving the overall trend, the numbers are probably much higher even today. So, we have this rabbit pace of social media at our option. It has great dental benefits. It also presents many issues. One of these issues is the need for a social media policy. In July 2010, the national archive

reported that proximately have of the federal agencies do not have a social media policy in place. That number has likely changed since then. The fact remains that many governments still struggle with drafting a conference of social media policy.

>> The reason why there is a policy needed, as with any new tool, education of employees is part -- Paramount. Policy provides one of the venues for such education. Like other technology, social media has no technological. Entry. Virtually every single a ploy is a user. They need to know what is appropriate and not.

>> By giving employees guidance on what is or use, governments can experiment with certain tools up appropriate boundaries. It allows government to prevent problems from happening in the first place. It in also help intimacy of social media.

>> As you are working on social policy account, you need to differentiate between different uses. Different uses of different locations. -- Implications.

>> First use is agency use. That's the employees use of social media officially representing their agency. Professional use of social media refers to employees use of social media to include their skills together knowledge necessary for their job. Information sharing with peers and other agencies. An example is going to a site looking up information for procurement. The last one is self-explanatory. Personal use. Using social media during your lunch like the -- lunch break to post what you are doing for your friends.

>> It is important to live boundaries. Boundaries are not clear right now. The boundaries are fluid. People can in gauge and personal and professional use at the same time. Example we always give is using -- to give information about a position while at the same time looking at a dinner recipe. The boundaries are also flawed because the personal and professional identity are linked up. If you have, for instance, your work colleague as a friend on a Facebook page, you have a blurry line between personal and professional lives.

>> It is important to keep these distinctions in mind because it presents many challenges to government. It is certainly more difficult to monitor employee use of social media. If you do a loud use of Facebook or linked in, you don't have control over what employees are doing on those sites want to go there. They also have legal issues when controlling what employees do what -- on their personal time. Certainly, each employee is a potential spokesperson for an agency which creates many challenges as well.

>> So, again, it is important to keep these distinctions in mind when writing a policy to make sure the different aspects of it uses are addressed appropriate leap. -- Appropriately.

>> There are eight essential elements from the 26 existing policies and guidelines. This is not an exhaustive list. We do believe that all eight elements should be considered when a policy is being drafted. If you do not include all of them, you have any thoughts to those issues? what are they? The first element is employee access to social media. In other words, who can access social media tools from work? This is an important question even for agencies that have decided not to open a social media account. They still have to make a decision whether their employees can do so you work in regards to social media. Overall, we have seen several strategies when it comes to access.

>> Some access have open access. All employees that work for the agency can use social media during wartime. Other agencies, and by far this is the most frequent control, restrict access based on function or role within agency. Some step have permission to go to social media to post information about the agency. Some policies outlined the process for accessing access. Some have a justification of me. The last strategy that we saw was giving assess to only preapproved sites. For instance, one agency recognized that YouTube was an important channel for staff education. They decided that they will give everybody access to YouTube. Not to post videos but to view them. They did not allow access to Facebook and twitter. I know we have a fairly short time together. I know that I cannot give you all of the examples that I would like. I have included in my slides actual examples from existing policies.

>> Is important information. I will not go through them in detail, but it will give you an example of language that people are using. I would also like to say, the extent of detail of each policy is different depending on the entity for which the policy is being created. Some policies, such as this one, is very detailed and specific. It might not be appropriate for larger agencies or state entities.

>> The second element is account management. This refers to a process for opening

come up maintaining, enclosing official social media account. The reason why this is important can be illustrated by the example of our new elected New York State Governor. They posted a link to their twitter account on the new website. This was noticed by a graduate student at our wonderful university who decided had to have some fun with us. They established the account and were persuaded to -- proceeded to impersonate Governor. Cuomo. Fortunately, hidden post anything too outrageous. It was quite animated -- embarrassing story. It is not something you want to start off your administration with. And account management policy should include guidance on what is the process for opening an account.

>> It should also include information about who should maintain all logon information for all accounts. Also, keep track of employees who have knowledge of this information. This is important. When people who know this aberration these the agency, they will pass -- change all the passwords and you can maintain the integrity of your account.

>> Again, here is an example from North Carolina. It details account creation and maintaining records of logon information. The third element is acceptable use. Basically, it eliminate -- delineate how it will be use. As you can see from the example on the right, ignoring such rules can create a headache for government agencies. If their employees are still use during social media makes the headlines. It is not quite what you would like. The one thing we have noticed, from talking to people and also from repeating the policies, a lot of policies are missing consideration of professional use the employees. We believe that our social media can become a greater source of information and professional it. -- Knowledge. Agencies need to clarify the difference between personal and professional and clarify what is acceptable in terms of professional use during the workday.

>> Again, here is an example of example use policy. This is fairly self-explanatory. The fourth element is employee conduct. While officially representing their agency, speaking either on the agency's social media site or on a platform or speaking as a representative of the agency itself. In some ways this is a straightforward issue. Policies about employee conduct are included in every single employee handbook. This includes things such as being polite to citizens and not engaging in offensive speech. This issue becomes a little complicated when we introduced the laureate line between personal and professional use.

>> In other words, what can an agency do if an employee posts something offensive on their own site. For example, during the address in Madison, the local paper posted a treaty that set the Madison please order to clear the capital. In response to this treat, the attorney general posted his own tweet that said use of live ammunition. The obviously lost his job. It posts the difficulty.

>> Many policies deal with this issue by requiring the employee not to post disclaimers on their personal account. Stating something like their opinions to do represent official opinion of their agency. For example, the state of Utah as requiring their employees to post a disclaimer that says the postings on this site are my own and do not represent the state of Utah's position, strategies, or opinion. This is something very common we have seen across all agencies we have spoken with.

>> The fifth element is content. who can publish content on official social media sites. Again, there is variation among agencies. One can post information and others allow virtually all of their employees to contribute to an agency blackboard. The policy is sometimes very specific as to who can approve and others give general guidelines tracking individual units who have social media accounts to establish certain processes. I want to mention here, the difference between constant policy which is the process of posting something versus content guideline that provide helpful information such as, be informal, post sociable. And so on.

>> I've seen a lot of content guideline the do not necessarily include the policy aspect of it. They both are very important. Especially the constant policy. Having content guidelines is helpful in the implementation of social media and a but policy is social -- crucial.

>> Again, here is example of a content policy for Fairfax County. I tried to include examples from all levels of government. Hopefully that will be helpful as well.

>> The sixth element of social media policy is security. Again, this goes to educating employees to ensure that the agency enter chapter is not exposed to risk stemming from using these tools. This issue was done in many different ways. Some policies refer to existing security protocol as a please that boys should follow

that. Others are detailed requiring passwords and firewalls and so on. In general, we found that including detailed security steps in the policy might be counterproductive given the fast pace of technology. However, we feel that educating employees about the known risks, the behavioral and technical risks, is something that is definitely worth doing. Now, because the environment changes so quickly and I am not an IT person myself, I don't feel comfortable telling you how to secure your social media site. There are many resources out there that you can take advantage of.

>> I have included them on my slight. -- slide. On the left-hand side you have an example of a policy and on the right-hand side you have a list of several resources that you can start with when it comes to secure use of social media.

>> The seventh comment of social media policy was -- are legal issues. There are a number of legal issues connected to social media. There are some problems when agencies look for guidance on how to do it legally. The policies that we reviewed have two approaches to this issue. Some are trying to detail legal considerations what other use existing laws and regulations. Also, right now, there really seem to be for issues that appear to be the most depressing. One of them are terms of service.

>> This issue, as partially being dealt with, at least for the federal and state government, by reason negotiations. Between the government and social media providers. The freedom of speech has been coming up as well assuming some of the current court cases. Talks about how far can an agency go in controlling how far employs go with their own time and own social account. Social privacy is important as well. One of the biggest obstacles right now is records management.

>> Again, I am not only a IT person, I'm also not a lawyer. There are some resources out there that can be helpful in determining what is the right thing to do in terms of your position. For instant, the national archive and records administration has recently published a report on social media use in federal agencies. This includes a discussion of records management. Other states have put together their own legal toolkit for records management as well. While none of these resources provide all of the answers, it is a good compilation of what is available right now. It should give you a fairly good starting point as to what you should be looking at.

>> Lastly, citizen conduct. This refers to particles about appropriate conduct of citizens on official agency social media sites. Again, these rules are not new. There fairly commonsense. They prohibit obscene language, directory comments, and so on. What we feel is becoming more important is also processes pertaining to who is responsible for monitoring and reviewing citizen input. As we all know, citizens do not always abide by guidelines. Unless social media sites are monitored, it can be easily overrun by comments that are either inappropriate or do not pertain to the topic at hand. These guidelines should also include information about how appropriate content should be handled. We do not want accusations of censorship. It is up to each agency how to announce the guidelines. However, we feel the agency policy should at least mention policy about grading guidelines for the citizen -- creating guidelines for the citizen. Again, here is a straightforward example of policy. Again, profane language. Political parties. Encouragement of illegal activity. Something that is common sense but should not the posted to ensure that people know what they are expected to do.

>> Now, the report includes all of this information. It includes all eight elements. As well as an examples that I have posted here and additional ones as well. It also includes links of all 26 documents that we drew upon. It is publicly available at our website. You can use it if you'd like. The only thing we ask is that you reference us in your materials if you use our report. With that, I will turn it over to Giovanni.

>> That we get it ready here. Hold on. All right. You should all be able to see just. Good afternoon everyone. If there will be any tough questions at the end, they will be ones that can answer them. The approach that we took is part of the overall open government plan that the Department published back in April of last year. We had made a commitment to change all of things. -- Change a lot of things. By fall of last year, we would develop a social media policy. Until that time, the century of transportation did have a blog, a Facebook page, and a twitter account. That was the only disciplined approach to social media. Thing else, -- everything else, there were different levels of maturity and use of social media with was not fully understood. We want to make sure that everybody had an appropriate framework going

forward so that social media could be integrated as part of an overall marketing approach to what the department was trying to do.

>> Took about six months. You see the timeline at the bottom. For those of you who are not in government, you may think six months as a long time. Six months, in fact, is a very short time for us. For those of you who are in other departments, you can appreciate the effort that it took to get something signed in six months. Out of the six months, the majority of the time was spent in coordination trying to get the appropriate signatures & us.

>> The people working on it or from various offices in the department of transportation. It happened to be led by the CIO office. We did it look at it as a tool centric issue. We did bring in representatives from other offices. Human resources. General Counsel. The disability resource Center to handle any visibility access issues that needed to be discussed.

>> [ Silence ]

>> Okay. The first thing we did was go out and look at what was already being done. We did not want to reinvent the wheel. We realized social media was something we did not invent. Somebody out there figured it out. The initial benchmark we did accomplish was the CTG study you just heard. It was a huge help in bringing the questions we wanted the group to answer. The state Department, Department of Defense, environmental protection agency, General service administration all had some form of social media. We wanted to make sure we would incorporate best practices.

>> So, after looking at what was out there, we put the working group together to start hammering out the questions that we wanted to have answered. As was pointed out, there are three different types of use. Personal, professional, and official use. The three have been treated differently in their many aspects. The official use is probably the one that has the most concern and attention given to it obviously because of the nature. The next level is to figure out what the scope of the policy would be.

>> These are all things that could be put in. This is for the policy that would fall in the DOT order. It would fall under the IT policy chapter. Want to make sure that the content would be appropriate to do not incorporate things that were off topic. Diverse policy statements, and you see all of them listed in the presentation, I don't know surely want to read them all, some of the top questions -- what is the use of social media? what is acceptable? One of the big discussions we wanted to come to resolution is are we going to ban social media for everybody? Should be a law access to it all for all employees?

>> I will tell you the answer later on. Those are some of the top questions that we tried to grapple early on. The other example is how are employees expected to behave on social media sites and what is the consequence of misbehaving? How also do we track what people post? Social media has revolutionized the way people communicate. The past, it was like using printed media like a local newspaper communicating to the community.

>> Want to make sure that you do not treat social media in a different than a lock of the other ways that employees can communicate their points of view in a non-digital world. Another one that was debatable was should sites allow citizen feedback? Do you engage in debate? who is allowed to engage in debate? whose opinions are being represented? These are some of the big time questions that needed to be answered in order to be successful in having a policy that would work for people.

>> If you look to the right on this next slide, there are some topics that are often scope. The professional -- personal use, we didn't want to interfere with the way somebody has their own personal Facebook or twitter account. They can be responsible for it. They also will be responsible for their own content. So, we do not want to tackle that. As far as the official use content, that is a function that is strictly public affairs. It deals with the branding, the style, -- if we look at social media as just a media were set of media for outlet of the official message, that falls within the responsibility of public affairs. Some of the others -- other categories for employee access. Public affairs are responsible for the official use.

>> They need to control the message on his. Professional use and personal use is more of a working group ever. Security is an issue for everybody. It is a matter of access and whether you are accessing YouTube and opening the system to a vulnerability. It doesn't matter if it is personal or professional use. The hacker

will not differentiate the use of it. We did ruggedly incorporate security for social media into the annual information systems security training that we conduct and is required. For citizen conduct of official use. This is contrary to the approach we took.

>> This needed to be tackled in public spheres. The example he is, they are appropriate in a by the working group first and then the CIO for the technology aspect of it. To reiterate here, we do not want people to think, just because a tool or application was available that everybody should use it. We did also show us -- also stressed that it would go through the appropriate approval channels. The tool selected, if it made sense, it was part of the overall marketing approach because there is no point in sending a message out if you don't know whether you are reaching your customer and stakeholders. You need to first determine if it is the appropriate one for who you are trying to reach up.

>> As far as account management, the official account is handled by public affairs. They need to know who is out there providing messages the name of the department. Also, from a less exciting aspect, there should be some continuity. If the official hold -- all think the position leaves, the successor should be able to pick it up. The continuity could be provided if there is a list of account names and passwords that can be accessed. For professional a puzzle use, that's obviously different.

>> For official use, we aim to have the continuity. We are happy with the social media presence with the department of transportation. We had seamless transitions.

>> Legal issues. The official use has to worry about worried -- records management and information collection. Obviously, as mentioned earlier, there is sometimes a blurry line between official, personal, and professional. We want to make sure that those were clearly delineated. Lastly, boycotted. Under official use, these both fall under the auspices of the General Counsel. It deals with ethics. Possibly, there are a lot of issues that are not necessarily restricted to social media, but certainly social media would have to be involved.

>> So, drafting the roles and responsibilities. I doubt you can read the matrix. The matrix lays out the various working groups of who is responsible, accountable, and compulsory informed. Different stakeholders have different parts and responsibilities. It is a bit broad, because there is a lot involved. Personnel from General Counsel, public affairs, human resources, like I mentioned earlier. We divided it up so there wasn't one officer responsible for the whole thing. We divided it into logical chunks with people who had particular expertise. We didn't overburden anybody so we can have a good product.

>> The policy process for the department of transportation is divided into about three different rounds. The first round requires the involvement of receptor it matters. Subject matter experts. People knowing the content are brought in early. These are the ones who will no what needs to go into a particular policy. The working group came up with a draft.

>> The next step was to have it approved by the CIO by the different modes. We are a federated Department. All the operating administration needed to sign off on it. This also needed are legal review from personnel that has particular expertise at a higher level than the working group. The last round, before it can be signed off, is formal coordination between the administration. The responses at that point were good.

>> For a vast majority there was concurrent. The policies smoothly sailed through. A lot of the work was done.

>> So, you are probably curious on how the policy and up looking at the end. We provided a copy of it. You can check with the organizers on what is the best way to receive it. If not, you can send me an e-mail. I'm more than glad to share up. In the end, the policy ended covering all DOT employees. It is something everybody can understand. Whether it is personal, professional or official use. It outlined responsibilities. It does specify an approval process for official accounts. And, nobody can open up official discussions without approval. It addresses specific requirements. Whether the commitment maintenance of the count. It does require eight approved list. I will show you a couple of slides on what the end result of that is. The importance here is that we want to make sure that all the terms of service are negotiated. All of the guides are in place because everybody has different tools. Want to make sure that the guidance covers the tools. For example, Facebook does allow pulled and questions and twitter does not.

>> Poles and questions possibly infringe on the paperwork reduction act and

information collected. It does also contain several appendices on employee conduct.

>> This does not deviate all out from a regular employee conduct off-line. So, there's not a lot of distinction between employees spending a lot of Facebook versus too much time on a smoke break or some other behaviors. So, that is a little bit of bridging on the online and off-line community. It does provide information on other things such as treatment of intellectual property. Other legal authorities and guidance. So, everything there is to know that would be awful for somebody is included in the document.

>> Where are we? Look at the top bracket there. Web based interactive technology policy. That is what we call it. Essentially, what we are doing now is working on tool approval. It will go into the tool catalog. We will have a corresponding user guide. It will have to be filtered through a style guide. There reading it tools the boy. -- There we can get tools deployed.

>> There we make sure people what is available and how to use it. Then people are prepared for the best possible use of the particular tool.

>> The last slide I have is a notional you of what the IT catalog will look like. This is a catalog that includes information and access to IT tools overall. This is not necessarily a shopping experience. We are trying to make it an educational experience. Percival it includes services, so if you need particular consulting services or specific services, you can access those. Also, some of the tools that are accompanied by the guidance so that it is just not a link to Facebook or whatever else it may be, but rather, the information that they will need to make sure they don't have anything during questions. They can be self sustained in the use.

>> With that, I wanted to make sure I finished quickly delete time for some questions -- quickly to leave time for some questions. I will turn it to the moderator.

>> Take you for your presentation. We have questions. The first question is, what kind of communication a effort was behind the policy? How did you educate or explain and communicate the policy to all of your employee's?

>>[ Silence ]

>> Jen, you want to jump on that? I am parched.

>> That's a part of the total plan that we are still holding on. The communication to the entire workforce about the social media policy has not happened in any sort of massive campaign organization outreach yet. At his in a place where we are drafting the documents that will let employees know what is appropriate and what is not. Also, it will guide let programmers know what the process is, what the approval process is and what the expectation is for a visual use of social media account. So, we have not started the employee outreach yet.

>> Great. Thank you. what do the record management policy look like a social department level.

>> We are still trying to look at that. It is a new . We are looking the national archives and records for guidance. One of the things we are doing right now, which is a little self measure, uploading a visual messages that go out. We also post on official channels such as the website. So, what it ends up being, the content on the website is the official record and if it does go out by whatever social media, that does not necessarily have the record.

>> Thanks. Do you allow citizen comments?

>> [ Indiscernible - multiple speakers ]

>> Does anybody want to jump into the question?

>> Does DOT a low citizen comments? If so, what happens if they become negative?

>> Yes. For the first part. In fact, we had experience with posting our DOT strategic plan or draft of it for comment. Interestingly, all of the concerns that we did have, possibly off-topic discussions, profane outbursts or whatever else did not occur. There was some discussion, but it was very small that was off-topic. The vast majority was appropriate, informative, and very useful in formulating the final draft. The way we have approached it is to keep the dialogue open. We draw the line if it is lawbreaking. We didn't encounter any instances but we were prepared for it. We were put -- pleasantly surprised.

>> Thank you. were there any problems -- I'm sorry. were there any problems with the terms of service with some of the web 2.0 applications?

>> Not really. First of all, every tool had a different terms of service. Different tools had negotiated different terms of services with different government agencies.

We try to go first to see if GSA had their terms of service is out. We try to ought -- leverage that. We try to work on our own those weren't available. In most cases, if it would work with one government agency, it would tend to work for another. Especially on a regularly basic tool such as YouTube. We try to leverage as much as possible with what was out there. Are indeed, in terms of services, it is different for government than for individuals. There is a different and the personal and professional versus official used.

>> Great. That said ways nicely the next question. What is the secret -- distinct -- station for professional use.

>> So, we saw professional use closer aligned to personal use and for official. We don't restrict it. If somebody wants to use LinkedIn, we don't discourage that. There aren't many restrictions on the professional use. Is that specific enough on the answer? I don't know if anybody else wants to jump and.

>> [ Indiscernible - multiple speakers ]

>> What I would say about our research, mine has been done about a year ago. We have not seen anybody thinking about professional aspect of social media is. It usually talk about either they are wasting time checking their friends Facebook page. Nobody talked about professional benefits of social media. I think that is something that many agencies simply have not considered. As social media becomes more prevalent in everyday use, it might start coming up as being important when considering what is acceptable and what is not.

>> Great. Did anybody else want to jump in on that question? Can we move to the next question? Okay. Let's move on. Do you know the status of the negotiated terms of service for state CIO group?

>> That has been completed. It was successful about a month ago. They managed to negotiate terms of service for state government. I know people are interested. I can certainly dig up the information and send it to them if they e-mail me.

>> Just for you attendees. I presented all of the e-mail addresses for the presenters. Feel free to e-mail presenters with questions. We do have a couple more questions and a couple more minutes. The next question is for the DOT. While Bush was the privacy office engaged?

>> Yes. Definitely. General Counsel was involved in a number of aspects. Privacy was imported -- important.

>> Great. To what extent was bandwidth a factor?

>> The discussion early on it was, on the infrastructure ability to support. If the decision was made to allow, it is apparently -- it is being used already. Formalizing the policy would likely not get any increase in traffic from whatever we already have. We do have a technology control board that governs what applications will go on the network. Among the things they look at is the bandwidth issue. In allowing it tool or application to access it.

>> Rape. -- Great. Thanks.

>> Can I say this. If we can handle March madness, we can handle anything.

>> [ Laughter ]

>> Okay. One more question. This person has been told to go forth with social media as a communications officer. However they're having everybody -- a hard time getting everybody on the same page. How did you get by in from everybody?

>> We have been successful in bringing all of the people that we thought would have a stake in it to the table. The HR, the General Counsel, the IT folks, etc. We scheduled meetings with a defined timeframe for which we provide the results come in this case the policy. We help people to the schedule. We got people excited about the topic. We have invited people who might have not thought about it. Including the leadership so that they know what they are working on. We let leadership know what the risks are if we don't, with not having a policy. It would've and anarchy in our case. Then we let leadership and other people who have a stake in it sure that their interest will be protected. It is not surprising that people having a stake in it, it tends to get engaged. I was just to identify the the people who have a high stake in it. Goes straight to the leadership of those offices. Everybody in room and start hashing it out.

>> Great. Thanks. Any answer one more question?

>> Sure.

>> This person's interested in a degrading web 2.0 tools and a website. Including retrospective tools for each. How did you resolve redundancy between them X.

>> We have a web policy. It lays out the architecture and everything else related to

that. Then we have the social media policy that drives all of the social media tools, when you link the tool, you can't within architecture that avoids redundancy and hopefully provide something useful for people rather than just posting stuff that happened in the past. Actually providing service to people who would be interested in these tools and services.

>> Great. Thanks. We have gone over our time and. So I wanted to wrap things up. If any outstanding questions, please feel free to e-mail us we'll also send the e-mail speakers addresses. On to get a big thanks to everybody. Thank you for taking your time. The large turnout in a very hot topic. So, again, we think you. Also, for everybody, there is an evaluation that we included in the chat box. Please take time to fill that out. It helps us determine and improve our courses. Also, check out our schedule on our website for upcoming messes and Web -- upcoming classes and webinars.

>> Thanks again everyone.

>> Thank you.

>> [ Event